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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 3, 2016/2017

**MOL7323 – ORGANIZATIONAL LEARNING**  
(All sections / Groups)

7 JUNE 2017  
2.00 p.m. – 4.00 p.m.  
(2 Hours)

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### INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages including cover page with four Questions only.
2. Answer **THREE** out of **FOUR** questions. Question One is a **compulsory** question. The distributions of marks are stated in every question.
3. Please print all your answers in the answer Booklet provided.

Provide short answer to the following questions.

Question 1 (20%) is a compulsory question.

1. Information technology (IT) has been a disruptive agent for organisations to do their businesses or activities. It is now a must for organisations to integrate IT in their organisations to gain a competitive advantage (as mentioned by Langer, 2016 in his .Next Europe's interview). Langer (2011) proposed a theory called Responsive Organizational Dynamism (ROD) for learning organisations where technology is the key variable that interacts dynamically within the organisations. The following questions are related to the integration of technology in organisations.
  - 1.1. What is technology-based organisation? Provide and explain an example of technology-based organisation that you know of. (2 marks)
  - 1.2. IT has three key features that can create the impact or change in organisation. What are the three features? (3 marks)
  - 1.3. Provide three emerging trends (new development) of technology in the current business world, and explain how each trend has impacted on businesses. (3 marks)
  - 1.4. Discuss two challenges of incorporating technology in organisations. (4 marks)
  - 1.5. Assume that your company is integrating a technology-based application for tracking the yearly performance of all staffs. It is a Key Performance Indicator (KPI) tracking system via a web application. Explain how should the integration of the KPI system be guided through *ROD model* so that there are some learning happen, and consequently improve the processes of performance management in your company. (8 marks)

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Answer any **TWO** out of **THREE** questions **ONLY**, each question is 10%.

2. Feedback and reflection are the effective strategies for learning. Members in organizations learn through feedback and reflection. For instance, Google team learns from their impressive failures of Google's past projects. Reflection, on the other hand is the foundation of purposeful learning. Figure 1 shows a model of feedback loop which consists of Single Loop and Double Loop originated by Argyris and Schön (1978).

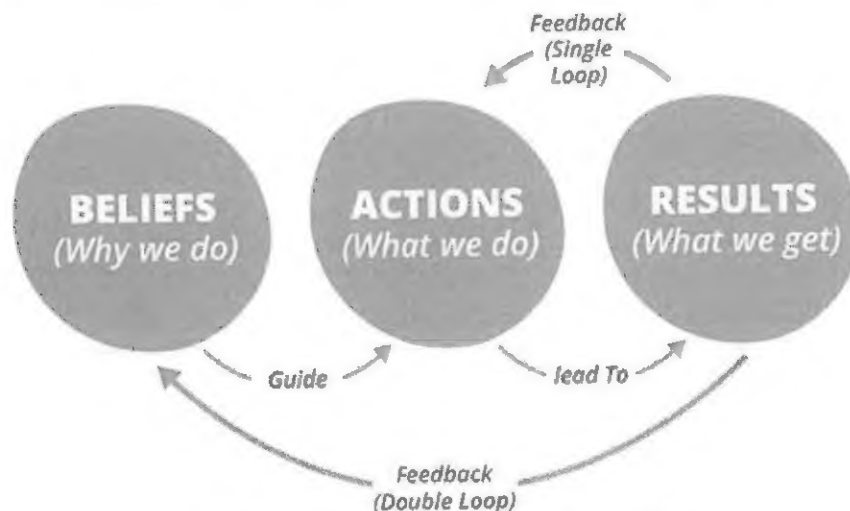


Figure 1: A model of feedback loop

- 2.1. Explain an example of organisational learning through feedback (of any kind of learning example that deems suitable in this context) that involves these two loops. (4 marks)
- 2.2. By reviewing to your life learning experiences, a certain kind of experience, such as the following, does provide you a rich opportunity for learning:
- a) dilemma
  - b) uncertainty
  - c) breakthrough

Explain these kind of experiences, and how each of this experience can facilitate your learning in life. Provide an example for each of them. (6 marks)

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3. Kolb's experiential learning cycle has been widely used to explain about how organisations learn, either collectively or individually.
  - 3.1. Illustrate (in a diagram) Kolb's experiential learning cycle. (2 marks)
  - 3.2. As you are an individual learner and performing some tasks/projects given to you by your supervisors / superiors, explain your experiential learning based on Kolb's experiential learning cycle. Highlight and explain the processes mentioned in the cycle in relation to your learning experiences. (5 marks)
  - 3.3. Senge (1990) mentioned about "personal mastery" as the most individual learning discipline. Discuss how the notion of "personal mastery" by Senge (1990) can create impacts on organisations. (3 marks)
  
4. Google is a technology company with many innovative projects and services offered to the global users. Now Google is a \$50 billion company with over 45 thousand employees in over 40 countries. The following questions are related to Google as a technology based company and with impressive result of innovations. The Ex-CEO and the Ex- Senior Vice President (Product), Eric Schmidt and Jonathan Rosenberg explained "How Google Works" in their book (2014).
  - 4.1. Explain briefly the two key principles of how Google works? (2 marks)
  - 4.2. Who are "Smart Creative" in Google's perspective? (2 marks)
  - 4.3. Explain the general characteristic of "Smart Creative". (2 marks)
  - 4.4. When Eric and Jonathan mentioned about hiring "Learning Animal" for Google, what do they meant actually? (2 marks)
  - 4.5. In your opinion, explain whether Google is a learning organisation? Provide justifications to your answer. (2 marks)

**End of Paper**